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13 October 1955

OFFICE OF PERSONNEL MEMORANDUM NO. 20-110-7

SUBJECT: Individual Career Planning

## 1. GENERAL

- a. A formal program of career planning for members of the Personnel Career Service is established in order to effect individual career planning and development on an orderly basis. This program implements the policy of the Agency career program set forth in [REDACTED] STATINTL
- b. This memorandum includes career planning procedures for individuals with the Service Designation of SP in headquarters and the field regardless of their assignment or the capacity in which they are serving. The provisions of this memorandum are not applicable to individuals who have attained supergrade rank. Personnel actions affecting supergrade employees are governed by [REDACTED] STATINTL
- c. The objective of career planning is to outline the general direction of an individual's future development and to specify the type of work assignments and training which will contribute to his progress toward a planned goal. An Individual Career Development Plan provides the individual an opportunity to formulate and discuss his immediate and long-range career plans and to receive counsel and guidance in reference to the possibility and means of implementing such plans. Approved Plans on record will assist the Agency in meeting requirements for qualified personnel and at the same time further the progress of individuals in work areas in which they are interested.
- d. Effective as of 1 April 1956, an Individual Career Development Plan approved by the Head of the Personnel Career Service will be required for each SP designee assigned to a headquarters position who is a member of the CIA Career Staff. An individual serving overseas (PCS) will not be expected to prepare a Career Development Plan until he has returned to headquarters, and the individual may be granted a period, not to exceed six months, in which to prepare a Plan upon his return from overseas.
- e. A formal Career Plan will not be required until an employee has achieved CIA Career Staff status unless in the opinion of the individual or his supervisor(s), the documentation of a plan for the individual is required or desirable.

OPM 54-55

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2. POLICY

- a. An Individual Career Development Plan will cover a period ranging from two to five years, as determined by the individual concerned and the officials responsible for counseling and collaborating with him in the preparation of his Plan. It will contain his proposals for training, rotation, reassignment or retention in his present assignment.
- b. This Plan will serve as a basis for a discussion between the individual, the Career Management Officer, and the Chief of Staff or Division concerned in the preparation of the final draft of the Plan.
- c. Individual Career Development Plans will consist of proposals which, upon implementation, would increase the individual's capacity for service to the Agency. Each Plan will be compatible with the individual's current and prospective capabilities and, insofar as possible, with his career interests in terms of the present and anticipated personnel needs of the Agency.
- d. An individual's approved Career Plan will be subsequently considered in connection with the approval of all personnel and training actions affecting him. This is not intended to restrict desirable flexibility of action but rather to ensure that any actions which deviate from an individual's Plan are taken after serious consideration of all pertinent factors. The approval of major changes in the course of an individual's progress will be accompanied by appropriate modification of his Career Plan.
- e. Individual Career Plans will be reviewed annually in terms of the progress of the individuals concerned toward the goals planned.

3. RESPONSIBILITIES

a. Personnel Career Board

The Personnel Career Board will prescribe standards for training individuals during their trial service and provisional periods and for providing them with experience in a variety of assignment.

b. Executive Committee of the Personnel Career Board

The Executive Committee of the Personnel Career Board will review Individual Career Development Plans at the time of submission and annually thereafter, on or about the anniversary date of approval by the Head of the Personnel Career Service, in accordance with this memorandum and will evaluate the progress of the individuals concerned toward the goals planned.

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c. Personnel Career Management Officer

- (1) The Personnel Career Management Officer will arrange for the consideration and review of Individual Career Development Plans and will be responsible for the final preparation and submission of such Plans. In order to regulate the flow of Career Plans being processed, the Career Management Officer will determine priorities in reference to the processing of Plans. He will collaborate with the Chiefs of the Staffs or Divisions in reference to the determination of priorities for the processing of Individual Career Development Plans.
- (2) The Career Management Officer will notify in writing the individual, through his Staff or Division Chief, that the preparation of his Career Plan is to be initiated for consideration and final preparation in accordance with paragraphs 4a and 4b; provide the individual with a Biographic Brief based on information contained in the Official Personnel Folder; and provide instructions relative to the initial preparation of his Plan.

d. Chiefs of Staffs and Divisions, Office of Personnel

Chiefs of Staffs and Divisions of the Office of Personnel are responsible for ensuring that individuals under their jurisdiction initiate their Plans and that immediate supervisors or other appropriate officials assist the individuals and the Career Management Officer in the preparation of such Plans.

4. PROCEDURES

a. Initial Preparation of Plan

- (1) SP designees will initially prepare, in quadruplicate, their Individual Career Development Plan, when requested to do so by the Career Management Officer. Upon receipt of a request from the Career Management Officer, together with the Biographic Brief, the individual concerned will prepare his Plan in consonance with the provisions of this memorandum. (There is attached a suggested outline which may be followed or modified, as appropriate, in the preparation of the Plan.)
- (2) If the Biographic Brief submitted to the individual by the Career Management Officer is not complete, the individual will submit such additional information as is necessary for inclusion in his Official Personnel Folder.
- (3) Individual Career Development Plans will be prepared initially by SP designees assigned to the Office of Personnel with the assistance

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of their supervisors (Chiefs of Staffs or Divisions, or their designees). For SP designees assigned to headquarters positions outside the Office of Personnel, the Chief Administrative Officer of the component to which an individual is assigned will be requested by the Head of the Personnel Career Service, or his designee, to assist the individual in the initial preparation of his Plan.

b. Final Preparation of Plan

(1) Plans of SP Designees Assigned to the Office of Personnel

The Career Management Officer, the Chief of Staff or Division or the Executive Officer, having jurisdiction over the individual concerned, will collaborate with and counsel the individual in the final preparation of his Plan.

(2) Plans of SP Designees Assigned Outside the Office of Personnel

The Personnel Career Management Officer and one appropriate senior official designated by the Head of the Personnel Career Service will collaborate with and counsel the SP designee assigned to a headquarters position outside the Office of Personnel in the final preparation of his Plan.

c. Review and Approval of Plans

- (1) The original and first two copies of both the Plan and the Biographic Brief will be submitted to the Executive Committee of the Personnel Career Board and the third copies of the Plan and Brief will be held by the Career Management Officer as references during the processing. They will be destroyed upon completion of the processing.
- (2) The original and two copies of the Plan will be endorsed, with or without comment, by the individual concerned, the Career Management Officer and the Division or Staff Chief, or Executive Officer, as appropriate.
- (3) The Individual Career Plan will be reviewed by the Executive Committee and approved by the Head of the Personnel Career Service.

d. Final Processing of the Plan

Subsequent to the approval by the Head of the Personnel Career Service the original and first two copies of the Plan and the Biographic Brief will be processed as follows:

OPM 54-55

- 4 -

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- (1) The original copy (including the Biographic Brief) will be filed in the Official Personnel Folder of the individual concerned.
- (2) The second copy will be returned to the Career Management Officer who will review the approved aspects of the Plan requiring formal implementation and appropriately record necessary action to be taken. This copy will then be filed in the records of the Personnel Career Board.
- (3) The third copy will be returned through command channels to the individual concerned.

e. Revision of Plan

A proposal for changes in a Plan may be initiated by an individual at any time subsequent to the initial preparation of his Plan. Major changes or revisions are subject to the same review and approval as are required in the processing of the original Plan.

STATINTL

[REDACTED]  
Harrison C. Reynolds  
Director of Personnel

## INDIVIDUAL CAREER DEVELOPMENT PLANS

In a career planning program it is recognized that the individual is primarily responsible for his or her own professional development and that no plan can obviate the necessity for individual initiative and resourcefulness. Since individual differences and personal circumstances are basic factors in determining the future plans of individuals, career planning cannot conform to any preconceived pattern. Some individuals have not yet determined their major career interests and are currently in no position to make long-range plans, and may or may not be able to be very specific in terms of short-range plans. Other persons may have definite ideas in connection with their ultimate objectives but need assistance in making immediate plans to lead to these objectives.

Individual Career Development Plans are generally made for a period of five years (two years in detail and three years in general) and are subject to change by the individual or Agency officials in light of existing conditions and circumstances. Individual Plans should not be made for the sake of "making a Plan" but are devices for assisting individuals in planning their personal progress in the Agency. They are also guides to Agency officials in effecting future personnel actions. These actions should be in accordance with the career plan of the individual whenever it is possible.

The following outline is a general guide for the preparation of an Individual Career Development Plan. This outline suggests the type of information supervisory, reviewing and personnel management officials need to know in order to assist the individual in planning and implementing his career in the Agency.

SUGGESTED OUTLINE  
FOR  
INDIVIDUAL CAREER DEVELOPMENT PLAN

Name \_\_\_\_\_

Position Title \_\_\_\_\_

Grade \_\_\_\_\_

Organizational  
Component Assigned To \_\_\_\_\_

1. ANALYSIS OF EXPERIENCE IN CIA

The analysis of experience in CIA should be a summary of knowledge gained in your assignments in CIA to supplement the chronological summary of your experience with CIA included in the biographic brief.

2. CAREER INTEREST OR INTERESTS

Write a brief statement indicating the general area of work in which you are interested and expect to follow in the future. Include in this statement reasons for your choice of this type of work. Indicate the particular type and level of assignment which is your objective in the immediate future, and state your preference, if any, for the Agency organizational component to which you would like to be assigned.

3. EXPERIENCE, TRAINING, OR KNOWLEDGE NEEDED

Discuss the types of work experience, training, or knowledge which you consider that you will need on a long - or short-range basis in order to further your career interests. Indicate any individual study, such as outside training courses, reading, or other activities in which you are participating or expect to participate, which will further advancement in your career.

4. SUGGESTED PLANS

Outline suggested plans for the next two to five years. Include plans for reassignment or retention in present assignment, on-the-job training, formal training, or job rotation if such activities are proposed. Give approximate dates and describe any conditions or circumstances which may be determining or limiting factors to the proposed plans.

OPM 54-55